



APPENDIX C:

Organizational Assessment Results

- The following results provide a break-down, per question, of how the FP Channel responded to each question.

*Student
Financial
Assistance*



Financial Partners Channel

Organizational Assessment Results

Employee Development Plan



Business Context - Overview

The FP Channel participated in an organizational assessment to motivate the transformation process, help select targets of opportunities, and monitor progress on change initiatives.

- According to best practice research, we identified six key areas that comprise successful government organizations. Questions were developed around the following six categories:
 - Motivation
 - Communication
 - Customer Service
 - Teamwork & Empowerment
 - Performance Rewards & Training
 - Leadership
- The following pages describe answers, per question, by the 58 participants who completed the organizational assessment.
- Comments were also requested and often provided per section













Organizational Assessment - Motivation

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
1. The atmosphere in which I work encourages me to do my best.	<p>0 - 1 - 2 - 3 - 4 - 5</p>	<p>0 - 1 - 2 - 3 - 4 - 5</p>
2. The type of work I do motivates me to come to work everyday.	<p>0 - 1 - 2 - 3 - 4 - 5</p>	<p>0 - 1 - 2 - 3 - 4 - 5</p>
3. I am motivated to contribute at my peak level of performance.	<p>0 - 1 - 2 - 3 - 4 - 5</p>	<p>0 - 1 - 2 - 3 - 4 - 5</p>
4. I am encouraged that Financial Partners is taking the time to listen to me to enhance my future success.	<p>0 - 1 - 2 - 3 - 4 - 5</p>	<p>0 - 1 - 2 - 3 - 4 - 5</p>
5. I feel I am a valuable contributor of SFA's mission to help put America through school.	<p>0 - 1 - 2 - 3 - 4 - 5</p>	<p>0 - 1 - 2 - 3 - 4 - 5</p>













Organizational Assessment - Communication

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
6. Informations flows freely between Financial Partners business units.	2.14  0 - 1 - 2 - 3 - 4 - 5	4.48  0 - 1 - 2 - 3 - 4 - 5
7. There are mechanisms for sending information upwards and from the top down, within Financial Partners.	3.03  0 - 1 - 2 - 3 - 4 - 5	4.45  0 - 1 - 2 - 3 - 4 - 5
8. I feel informed about changes to our organization and about our future direction.	2.60  0 - 1 - 2 - 3 - 4 - 5	4.37  0 - 1 - 2 - 3 - 4 - 5
9. Receiving and providing information is important to me and helps me do my job better.	4.00  0 - 1 - 2 - 3 - 4 - 5	4.57  0 - 1 - 2 - 3 - 4 - 5
10. My front-line manager shares information with me and encourages me to do the same.	3.57  0 - 1 - 2 - 3 - 4 - 5	4.51  0 - 1 - 2 - 3 - 4 - 5



Organizational Assessment - Customer Service

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
11. I feel Financial Partners listens and responds to the needs of our partners. (lenders, Gas, State Agencies, etc.)	3.23  0 - 1 - 2 - 3 - 4 - 5	4.45  0 - 1 - 2 - 3 - 4 - 5
12. I feel I understand the role of all business units within Financial Partners and how they relate to our partners.	2.69  0 - 1 - 2 - 3 - 4 - 5	4.34  0 - 1 - 2 - 3 - 4 - 5
13. I know what is expected of me in providing quality service to our partners.	3.36  0 - 1 - 2 - 3 - 4 - 5	4.45  0 - 1 - 2 - 3 - 4 - 5
14. I feel I understand how lenders, guaranty agencies, secondary markets, servicers, schools, and/or contractors support the student financial aid process.	3.93  0 - 1 - 2 - 3 - 4 - 5	4.49  0 - 1 - 2 - 3 - 4 - 5
15. I feel I understand our partners' business.	3.55  0 - 1 - 2 - 3 - 4 - 5	4.38  0 - 1 - 2 - 3 - 4 - 5



Organizational Assessment - Teamwork & Empowerment

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
16. I feel that I can make decisions without always having to ask for approval.	3.23 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.43 ▽ 0 - 1 - 2 - 3 - 4 - 5
17. I feel that all of the business units within Financial Partners operate well together as a team.	2.18 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.47 ▽ 0 - 1 - 2 - 3 - 4 - 5
18. I feel Financial Partners management works well together.	2.30 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.49 ▽ 0 - 1 - 2 - 3 - 4 - 5
19. I feel I am a valuable member of the Financial Partners team.	3.09 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.40 ▽ 0 - 1 - 2 - 3 - 4 - 5
20. I feel comfortable sharing new ideas and taking risks.	3.33 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.36 ▽ 0 - 1 - 2 - 3 - 4 - 5













Organizational Assessment - Performance Rewards & Training

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
21. The most talented and committed workers rise to the top.	2.16 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.32 ▽ 0 - 1 - 2 - 3 - 4 - 5
22. I am encouraged and rewarded to take on more than what is expected of me.	2.74 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.42 ▽ 0 - 1 - 2 - 3 - 4 - 5
23. When I do a good job I am recognized and rewarded. (i.e. certificate, promotion, training, recognition, etc.)	2.77 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.24 ▽ 0 - 1 - 2 - 3 - 4 - 5
24. I feel I have the right skills to do my job successfully.	3.89 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.63 ▽ 0 - 1 - 2 - 3 - 4 - 5
25. I feel I am provided with the right training to do my job successfully.	3.09 ▽ 0 - 1 - 2 - 3 - 4 - 5	4.44 ▽ 0 - 1 - 2 - 3 - 4 - 5



Organizational Assessment - Leadership

STATEMENT	CURRENT SITUATION within FINANCIAL PARTNERS	IMPORTANCE for FUTURE SUCCESS of FINANCIAL PARTNERS
26. My front-line manager is flexible and fair in his/her approach to dealing with me.	3.69  0 - 1 - 2 - 3 - 4 - 5	4.53  0 - 1 - 2 - 3 - 4 - 5
27. In my experience, Financial Partners managers are approachable and friendly.	3.31  0 - 1 - 2 - 3 - 4 - 5	4.41  0 - 1 - 2 - 3 - 4 - 5
28. My front-line manager provides feedback and support to guide me in accomplishing my work.	3.41  0 - 1 - 2 - 3 - 4 - 5	4.54  0 - 1 - 2 - 3 - 4 - 5
29. I believe that management within Financial Partners make appropriate decisions.	2.54  0 - 1 - 2 - 3 - 4 - 5	4.45  0 - 1 - 2 - 3 - 4 - 5
30. I feel Financial Partners management has developed realistic timeframes for accomplishing future goals.	2.43  0 - 1 - 2 - 3 - 4 - 5	4.40  0 - 1 - 2 - 3 - 4 - 5